



Caring for Your Coast

**Gary Jones**  
Director

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Chief Deputy

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Deputy Director

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Deputy Director

June 23, 2015

To: Each Supervisor

From: Gary Jones 

**SUBJECT: DEPARTMENT STRATEGIC PLAN PAMPHLET**

I'm pleased to present you with the Department's newly-produced Strategic Plan pamphlet, which identifies not only our goals and objectives for Fiscal Years 2014-15 through 2016-17, but also our Vision, Mission, Motto, and Values. We're especially proud that the pictures beneath the text all come from our own employees. Employees are encouraged to submit photos of scenes they come across in their daily work for consideration as the "DBH Photo Share of the Week," as well as for the Department's holiday and birthday cards and additional material such as this Strategic Plan pamphlet!

About our Strategic Plan, briefly, we streamlined its focus to better hone in on our goals and objectives. I believe keeping the Strategic Plan simple, concise and clear will result in greater transparency and keep us intent upon achievement. We will focus our efforts on enhancing access to and promoting and supporting Marina del Rey and the beaches we own, control and/or manage, while also balancing recreational use with environmental resilience. Of particular importance to me is our operational goal to provide reliable, high-quality services. Providing top-notch service you can count on is the focal point of my leadership and the principle that will guide our actions Department-wide.

Presently, in furtherance of empowering an engaged and motivated workforce, I've constituted working groups made up of mid-level managers to develop our performance goals for the coming year, all members of which are to be gathering input from employees throughout the department. Other than each being assigned an executive mentor to serve as a resource, these groups are operating autonomously and independently in development of the broad categories assigned to them:

Environmental Stewardship – Develop both internal expertise and external partnerships to inform decisions with respect to our urban recreational harbor and beaches.

Job Satisfaction/Engagement – Increase job satisfaction and employee engagement.

Marina Branding/Wayfinding – Brand and provide improved wayfinding in the Marina.

Public Engagement/Education – Outreach to various stakeholders to better understand our communities and to educate the public, from youth to advocacy and academic groups, about “our story” and the importance of the Marina/beaches to the region.

Recreational Opportunities – How should the department move forward in expanding recreational offerings in the Marina and on our beaches?

Through this inclusionary approach to establishing our priorities, I hope to ensure strong commitment to the work that follows, as well as to proactively develop our future leaders. It is through their empowerment that we will succeed in achieving our vision of preserving and enhancing Los Angeles County's beaches and Marina del Rey as premier destinations for current and future generations.

GJ:ks

Attachment

c:     Acting Executive Officer, Board of Supervisors  
        Interim Chief Executive Officer  
        Board Chiefs of Staff/Chief Deputies  
        Board Deputies



# Vision, Mission, Motto, and Values

## VISION

To preserve and enhance Los Angeles County's beaches and marina as premier destinations for current and future generations.

## MISSION

The Department of Beaches and Harbors is dedicated to caring for Los Angeles County's coastline and Marina del Rey.

## MOTTO

Caring for Your Coast

## VALUES

**Professional**—We are collaborative, action-oriented, respectful, deliberate and ethical in our approach to our responsibilities and the delivery of high-quality services.

**Accountable**—We are responsible for our decisions, behaviors and actions and will manage them in a way that maintains the public's trust.

**Diverse**—We reflect, appreciate and serve diverse populations and both recognize and balance competing interests in performing our duties.

**Conscientious**—We can be counted on to serve the public consistently and with care, building on the investments and achievements of past generations to chart the best course for our future.

**Transparent**—We believe in open, honest government.

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## DEPARTMENT OF BEACHES & HARBORS

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## County of Los Angeles Department of Beaches & Harbors Strategic Plan

FY 2014-15 through FY 2016-17

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# Department of Beaches and Harbors Strategic Plan Goals and Objectives

## Goal A

### Access

Enhance access to all our beaches and the Marina for recreational purposes.

#### Objectives

- Ensure that our beaches and Marina are clean, safe and in good condition.
- Expand services, programs and events to encourage Marina and beach use by all.
- Continue to enhance our Marina infrastructure and programs as the premier recreational boating marina in the nation.
- Optimize parking operations.
- Encourage multi-modal access to the Marina and our beaches.
- Collect data on user behavior patterns and preferences to inform decisions on beach and Marina access.

## Goal B

### Economic Vitality

Support a vibrant Marina community and promote attractive beaches to expand visitorship and economic opportunities for the region.

#### Objectives

- Develop an Asset Management strategy for the next phase of Marina redevelopment.
- Identify and secure ongoing funding sources for beach infrastructure capital projects and deferred maintenance, as well as an increased contribution for the Marina.
- Enhance public amenities and services to complement private investment in the Marina's leaseholds.
- Strengthen Marina del Rey's image as an inviting place to recreate and live.
- Promote Marina del Rey as a tourist destination.

## Goal C

### Environmental Stewardship

Protect and maintain the beaches and Marina in a manner that balances recreational use with environmental resilience for the benefit of current and future users.

#### Objectives

- Build capacity and expertise to more effectively address environmental priorities.
- Strengthen relationships and organizational alliances to foster collaborative approaches to address environmental policies and issues.
- Actively participate and engage with environmental research/educational institutions.
- Educate members of the public on what they can do to help maintain clean beaches and a clean Marina.

## Goal D

### Service Excellence

Provide reliable, high quality services to beach and Marina users and stakeholders.

#### Objectives

- Promote and recognize high quality customer service.
- Raise our public profile as the primary customer service provider.
- Maintain and strengthen relationships with all stakeholder groups.
- Strengthen the Marina del Rey community and civic identity.

## Goal E

### Organizational Effectiveness

To best serve the public, maintain efficient and effective internal systems to maximize productivity and achieve our mission and vision.

#### Objectives

- Reorganize the Department's structure.
- Attract, empower and retain a top quality, engaged and motivated workforce.
- Strengthen inter- and intra-departmental communication.
- Strengthen our emergency preparedness function and capability and further instill and integrate risk management practices.
- Optimize and enhance the use of information technology.
- Relocate and consolidate our administrative functions to more central, visible, and easily-accessed locations within the Marina.

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